


## EUROPEAN NEWS

## Poll losses for French Socialists




Swiss Bank Corporation reveals a closely guarded professional secret:

## Even if it works, ask why.

Many of our customers have something in common besides their choice of intemational bank. They've learned how
to learn from their successes, the way everybody else learns from mistakes. The reasons why something goes right are just as important as the reasons why something goes wrong, and may be even more rewarding (and elusive). When notning succeeds like success, its because nothing works inke work. Incidentaly, when our customers keep And so do they. We're one of their professional secrets.

Swiss Bank Corporation
Sctweizerischer Bankverein
Société de Banque Suisse

## The key Swiss bank




Soviet party Soviet officials struggle to suffers strains of upheaval By Ouenthn Peel
in Moscow
 The raniks of the ruiling sovi
Commomist Parto and whe
amounts almost to a pange leading officiails, has bee
revealed by zreart on inte
nal elections in the Moscon
resion.



 cown party posts to whic
they head ben nominated
Five party secretaries

## 

 answer earthquake criticism

## Struggling to squeeze more

 out of communist capital Michael Kayser on the pressure behind MikhailGorbachev's efforts to restructure the economy

|  | the reversal of economic | deasired by the Sowiet U |
| :---: | :---: | :---: |
| greater efflcieiecy that hes | reform for fear of the palitical | Joint veatures on Soviet soil |
| ga poities of Mr makh | Spring and with the heavy cost | of the new regime. |
| rbacher; one mast | of opening up oil and gas in | More so than a trade deat, a |
|  | ond Trans-siberian Railway. |  |
| and | Mr Gorb |  |
| econ | productivity growth in part by | de |
| Growth was never as |  |  |
|  | as he bas arready abolished the |  |
|  |  |  |
| \% |  | and importers now actually get |
|  |  |  |
|  |  | The impact of foreign pricas |
|  |  |  |
| confined to heavy and defence |  |  |
| But expe |  | separate exchange rates but a |
| able to draw on a oural increase of the |  | applied ta time. |
| florce and on a pool of rural |  | Western infuence over price |
| til it |  | trent |
| and fact |  | of the USSR State Committee |
|  |  | on Prices, in alowing price |
|  |  | price reform |
|  |  | Services consttute the innal eld for opening up the Soriet |
| Atuer an uparn when tamily |  |  |
| trend of bithis turned down- |  | a minority stare, are being |
| atin. | productivity growth | established to supply "risk cap- ital". They are getting the |
|  | monopoly of the Ministry of |  |
| of living sta | Hill |  |
| be | , | prises, under regulations of |
| to make profita, minis | mation on, the economy and | Octobe |
|  | - | from the Weast to improve thelr |
| ice structure, and | port another where a miece- | comperitiveness. |
| larity, unde |  | Soriet managers should be |
| ance or over erplotitation). | ord |  |
|  | pris | d |
| be obtained from capital or | still required to comply | d |
| he productiv | "state orders". |  |
| The distris |  |  |
| on adde a finther | tive capacity has been relea | 28 |
| Currently 61 per c | With the intention of maling it | to the busimess community in |
| dian Federation and only | market-deter- | West |
| $\begin{aligned} & \text { cent in the four Central } \\ & \text { lan Republics gand Karakhs } \end{aligned}$ | strained share of capacity is |  |
| tast | The | the Instiatte of Russion, Sookt |
| an Federation | do all they can, within | Oaforch Unidersidy |
| 1091 and 1095 but risen | political, diplomatic and secur |  |
| in the five Asian Repub | rity consiraints, to promote |  |
| $t$ many factors preclude the | Soviet Union | PNa |
| internal migration which | Trade policy is the Irrst |  |
|  | an the newly-gra |  |
| 通 |  |  |
| deace | their for |  |
| These priorities |  |  |
| tiallan production. But Mrr | (abueit under $\mathrm{limitss)}$. |  |
| Gorbachev seems to | the current discussions |  |
| obtained the acquiesc $\qquad$ | rith the European C |  |
| (ting that the weakering of | mumities, can be enhanced and |  |
| economy would itreparably | as by cocom, should be | 10, |
| erode derence potential |  |  |
| tivity eala in | 边 |  |
|  | s |  |
| asygin's managerial | Catt is in in is present mem |  |
| devalution Productivthy increo |  |  |
| ments became nogative, with | ntrol the flow monitor and |  |



## Hungarian tourism fails to lift currency surplus



## W German dispute over response to

 jet crash




## EUROPEAN NEWS

## E40 is a small price to pay to stay within the law

Businesses in Great Britain, no affect you. You'll save yourself matter how big or small, that hold money and the worry of being on information about people on computer, must register wit
That is the law. Failure to comply recently cost an Oxfordshire firm $£ 700$ plus court costs The embarrassment could be considerable. So why not take the ample steps needed to current fee of $£ 40$ will be raised on January 11th to $£ 56$.
Send the : coupon today for details to see how the Act could
the wrong side of the law. To: The Dun Protection Reviser, poo


$\square$


## EC weighs the fate of Italian steel

John Wyles assesses the prospects for an imaginative restructuring

## Sweden strengthens

 its links with ECBy Robert Tayl
Stockholm THis Sweitsh Moderate Party has acquired observerats status in She European Assembly in
Strasbourg, in a move that is
being seen as an

$\qquad$
 Yester
sente
Tgitaive
to

 The Moderates will press the
 demonstrate
in SWede
with the In esth. The
mint has a
in
mitresels

 party's leading opposition have stopped short o
urging that Sweden should poly for EC membershhou , hat
 on, the Prime Minister
attended a meeting of Eure
pean Socialist leaders in Wees Pean Socialist leaders in Wurst
Serin, designed tin increase the
influence of the le f Berlin, designed to increase the
in $\begin{aligned} & \text { defence of the left on the } \\ & \text { deal } \\ & \text { nail market of the to } \\ & \text { EC's inter- }\end{aligned}$
 he ruling Social Democrat
re e expected tointenify the
evolvement with the EC, pi silly even appointing a specific
minister to handle the issue.


Following its solid earnings in 1987, BASF is again turning in a strong performance in 1988. figures for the first three qua ters show Group sales up by $.8 \%$ and pre-tax profits up y $22.7 \%$ over the comparable period of the previous year. Preion on sales of some DM 325 billion with especially strong demand in the chemicals, pleas tics, dyestuffs, and finishing tics, dyestuffs, and finishing vestments increased by $31.9 \%$. For the parent company, BASF For he parilshat pales $118 \%$ to DM 15.5 billion, and
pre-tax profits were boosted by $48.6 \%$ to DM 1.9 billion. These results reflect a strengthened compelive position and a continued upward trend evident already in th

Outlook Promising
Based on the results achieved during the first three quarters of BASF and its shareholders is indeed promising.
Looking beyond 1988, BASF is well-positioned as one of the world's blue-chip chemical companies. Its long-term
strategy to further solidify its financial base, strengthen its product and geographical diversification, intensity its commitment to new product developpotential through substantial investments make the BASF Group well worth watching in the future.

BASF Aktiengesellschaft D-6700 Ludwigshafen West Germany

## Pakistan elects Ishaq Khan as

 successor to Zia

## N Korea appoints replacement premier       Taipei reveals jet fighter      <br> Amnesty accuses Iran of secret mass executions

| IRANIAN authorities have carried out the biggest wave of since the early 1980s, Amnesty | were serving long prisa als." |
| :---: | :---: |
| ernational said yesterday. |  |
| nter reports from Londo. |  |
|  |  |
| huma |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| It said it had receive |  |
| mation on |  |
|  |  |
|  |  |
| to the | dents seized in 1981 and 1982 to |
| many people have been put to |  |
| th. |  |
| en the killing | Ay |
|  |  |
|  |  |
| because thousands of |  |
| n |  |
|  |  |
|  |  |
|  |  |

## Kidnappers set to

 'execute' US officer





 and



## 

## S African central bank <br> bullish <br> Bjontionesi <br> 䢒 <br> 

Unionists on treason charges granted bail By Anthony Rob
Johannesburg


## adoress to un assembly

Arafat seeks to change US policy on PLO
By

## Sri Lanka's economy totters



Japan trade surplus
jumps 37\%






$\qquad$







Mutime inmovent to




䢒
Gulf 'misunderstanding' Taiwan rules on second marriages








## Queensland premier battles to regain initiative

# Some things in life are pricedess. Thats why Workplan is free. 

apan trad
uplus
mpes $37 \%$
messe
\%


If work seems to be taking over your life, you're the kind of person Workplan is designed for.

It shows you how using communications more effectively can help you get things done quicker at work.

Giving you more time for your family and other interests.

First you complete a simple Workplan questionnaire to assess the way you work.

Then we send you a personal Workplan handbook, free and without obligation. It's a complete communications reference
book, divided into clear sections.
Each of which identifies common problems at work and suggests how better use of communications can help you work more efficiently.

To get the first part, call us free at any time or fill in the coupon.

It takes just a couple of minutes, yet ultimately it can save you so much time.

Worth thinking about when you consider that in business, time is money.

And in your personal life, it's priceless.



Bush to be asked Trinidad courts foreign funds to stimulate recovery to discuss Latin American debts

|  |  |
| :---: | :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| 1 insised ine man in ingiom |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| Nomin |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |


Pay rises likely to follow Argentine mutiny

## arge

 ABcinymus amed
Big PRI poll victories prompt claims of fraud

## By fictared Sation




Striking Peru miners to talk with Government

WORLD TRADE NEWS

China textiles sales may rise under EC accord
By wrillam Dawkths in
$\qquad$

tua Chat gombing trate


## Moscow's trade partners query

 new rules on joint venturesSoviet markets







from exports - something
 standarise
Businesmen are quaptical
that promised cur enct

 exchange to do away by
 with the bugely cumber

 niried but devalusa
hange rate for the robile.
that is clear is that the

| Dubai airline to enlarge |
| :---: |
| Airbus fle |
| By Robtm Allen in Dubai |
|  |
| deatem |
|  |
|  |
| din thimi in |
|  |
| year. The prate |
| Of pessenger atrerat |
|  |
| within the Madd |
| to |
| , |
|  |
| coun jubat |
| Bahrain-b |
|  |
|  |
|  |
| 2re on oriter for dellitery |
| enading th |
| tar 1 |
| hase orde |
| ent |
| dee |
| trry. The compeetion is |
|  |
|  |
| tries - for the If |
|  |
| ${ }^{\text {Prebuars }} 2$ |
| d |
|  |
|  |
|  |
|  |

Australia aims to redeem its image with foreign investors
Oby Mride
 d $\mathfrak{c}$

 cin
 , jayd
$\qquad$
$\qquad$
$\qquad$
$\qquad$
$\qquad$


Chris Shervell on th seemingly uphill task
of attracting Japanese
investunent Down Under
here are powerfal trwe

 et, spininglug from its 16

$\qquad$
attracting new Japanes

turestunat Down tnder whe | inge and |
| :--- |
| pervzad |
| In pertion |
| In parti |

Tokyo and Moscow agree fish quotas




# What are other airlines up to when we're up and away to Europe? 



British Airways gets your business day off to a flying start with more furst flights out each morning to more European destinations than any other airline.


We'ré mot just opening am office, we're opening opportuminities.

For those with substantial fnancial assets, our new Luxembourg office will open Luxembourg office will
the door to a range of the door to a range of
opportunities for investment.
We are pleased to offer the following services:
$\square$ Acceptance of deposits in all major currencies
$\square$ Purchase and sale of
bonds, stocks and shares in
the world's major markets; $\square$ Purchase and sale of foreign currency;
$\square$ Portfolio management; $\square$ Advice on investments and investment Funds.

Your Private Bank in Luxembourg
Our success comes from understanding clients' needs your goals and problems.

We provide you a personal adviser, your account executive, who specialises in global investment for the individual. Whether you choose to entrust your assets to your account executive on a discretionary basis, or prefer to operate your own account on a nondiscretionary basis, we put at your fingertips all the asset management and investment skills, information and contacts of the bank worldwide.
You can be assured our international expertise will be readily and continually at
your service... opening doors. For further information, we invite you to contact Manliffe Goodbody at Lloyds Bank Plc, 1 Rue Schiller, L-2519 Luxembourg, Telephone 4022121.


UK NEWS

## E London cable group gets $\mathbf{£ 1 0 m}$ US injection

|  |  |
| :---: | :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Komatsu to invest $\mathbf{£ 7} \mathbf{m}$ in rapid UK expansion
By lan Hamilton Fazey, Northern Correspondent KOMATSU, Japanese heavy forr models in the UK









Bank of Wales structure reorganised to aid growth By Anthony Moretons, Welsh Correspondent
THE BANK, of Wales has to devalop y range of specialls
 structure to to take adivantage of
verseas and domestricopportu-
nites for








## $I_{t}$ is as liquid as $i t i s$ solid.

A.s solid as some gold appears, if it does not enjoy universal recognition, you may find yourself at a disadvantage when you try to trade it. It is important to know that your gold is as good as cash anywhere in the world where gold is traded, without a time-consuming and costly assay. As the largest-selling bullion investment coin, the Gold Maple Leaf can meet this demand. Each Gold Maple Leaf coin is $9999 / 1000$ fine pure gold, and is legal tender at its face value. Independent tests have even
shown that the Royal Canadian Mint gives a little gold away to guarantee each coin's minimum weight. Because of the large numbers sold, its unquestioned reputation, and the government guarantee of weight and purity control, the Gold Maple Leaf is now a standard by which other gold products are measured.

When you buy Gold Maple Leaf coins, you can be sure that you can easily and discretely obtain cash for them wherever
gold is traded. Be sure to weigh the advantages of The Gold Maple Leaf - all of which add up to make it, with over 11 million ounces sold, the best-selling investment coin in the world today. And, just maybe worth even more to you than its weight in gold.


The Gold Maple Leaf. The world's gold coin standard.

# Offer people Freedom and Choices and you'll make a name for yourself. 



Guardian Royal Exchange did. Here relief on life insurance premiums.

Quick to see the possibilities this opened up for a universal life product, we set about developing one.

The result was Freedom - profitable after just 18 months, it is now market leader in this growing sector.

Similarly, Choices was launched this year to capitalise on the enormous potential created by the new pension laws.

With its mass-market appeal, it has already become one of the most soughtafter names in pensions.

The idea that change can be turned into opportunity is a firmly held belief at Guardian Royal Exchange.

And it's a measure of our success - we are one of Britain's leading composite insurers - that this doctrine is adopted through all levels of the company.

Admittedly, we may never make international headlines with our philosophy. But it's certainly getting us noticed.


GUARDIAN ROYAL EXCHANGE
One step ahead, then another
 rapidly. This is Southem Germany, one of Europe's fastest growing regions, its economy in the forefiont of advanced technology industries and services.

Jow, Hypo-Bank offers banks comprehensive - one-stop facilities for all of their comrespondent reeds in this vital segment of the German market. Headquartered in Murich with total assets exceedug DM 126 billion, Hypo-Bank is your ideal partner for services ranging from payments and collections and L/Cs to industrial sector analyses, lockbox ystems, and valuable contacts for new business opportunities.

Oombining the most modern technical capabiliCiies linking the resources of Southern Ger many's largest branch network with local marke experience built up over 150 years, Hypo-Bank is fully capable of solving your problems - howeve nue or complex - with speed and efficiency.
Germany's oldest publicly-quoted bank, Hypo mentand a reputation for mutually rewarding corres pondent banking relationships. For complete information on how we car help you profit from the opportunities in Hypo-Land, get in touch with our office nearest you, or with us at Theatinerstrasse 11, D-8000 Munich 2, Tel (089) 2366-1, Tx 52865-35.

Correspondent Bankíñ̄ in the finest Roỳal Tradition



## Drop in November retail sales eases inflation fears

 Mr Jim Power. Inance direc.
tor of the Storebouse group
which includes the reuni

 Chancellior's actions have bil
tean he sald. He had ccale
down his Cbirstmas expect
tions over the past few month
rising astes was bat patinem of
repeated
Frgures for the prices of
materiais and fuel purchiscel





annual rate than costs are
ing: he provisional seasonall
adjusted index of retail sal s.




## Lloyd's members

 'can sue' for £71m losses

## Vauxhall invests £56m in car plant <br> By Kevin Done, Motor Industry Correspondent

 VAUXFAALL, UK subsidiary if of continental operations in auto-General Motors of the US, is to
mation and productivity levels









| U.s. $\$ 50,000,000$ <br> Crédit Chimique Froathng Rate Notes dur 1998 <br> 为 By. The Chase Manhatton Barnis, N.A. December 1 |
| :---: |



## HOSTEL IN DANGER

 OF CLOSURE The Animat Hostel in Haringey run by the Animal HossalTrust desperately needs help to keep ite doors







Revenue to form basis of new TV tax regime aE Governme is expectec to announce today radical
changes to the tax regime for
Baiknity
 and (TYV companies involving
a move frompa pronts based
levy to a 75 per centit revesue
based leyy.
TThe rhane renects a Trea
sury belief that the ITV compa nies have not been paying
enough to the Exchequer for
the priviloge of artwaves
The decision on the levy changes, which will cost the
ITV companies millions of
pounds, wini come on the day that Parliament's upper hoose,
the House of Lards, debates the Governenent's controverssal
policy papar on the future of porice paper on the future of
Brithish brouddeastung
At the


 waanted to see all the special
leary foun on revenue to ensure
a strond tax yield
The deails of the new levy


 levels, before the ce
tem was introduced.

## THE CLAPHAM RAIL DISASTER <br> Witnesses describe nightmare of carnage





## BR safety on par with Europe <br> \section*{BRITT}

$\qquad$


> By riar PI PUBLIC AUCTION NOTICE
> PUBLIC AUCTION NOTICE PERSIAN RUGS \& CARPETS


SHORT NOTICE PUBLLC AUCTION TODA, TUESDAM, THE CHARTERED INSURANCE ANSD



## Previous UK rail crashes

 Nomen

为





## Why the answer is NYNEX.

The NYNEX corporate mission is focused. We're dedicated to turning the vast potential of the Information Age into a reality for our customers, through high-quality, integrated solutions.

## Business-building solutions.

As a major player worldwide, NYNEX is at the core of today's dynamic telecommunications and information opportunities.

NYNEX sees customers as anything but static. We're constantly looking for unique, results-oriented solutions to help companies grow.

When our customers succeed, we succeed.

## Together, we can do it all.

At NYNEX, answering customers' needs is priority number one.

Together, we embark on a search for the most powerful answers. Ideas that can build customers' businesses, both now and in the future.

Those dynamic solutions keep NYNEX customers one step ahead of the competition.

The entire process is simple.
First, we thoroughly analyze your business, current and future.

Then, we recommend the best solution to meet your company goals. Be it a network, software, telecommunications, or an information system.

Next, we implement that solution.
We also provide the technical support and training to realize the full potential of your NYNEX solution.

## Our quality commitment has teeth.

NYNEX backs up the promise of quality products and services with four Quality Institutes.

In addition to this, we have tough-minded Quality Directors in every one of our companies.

Together, these guardians of excellence who make up the NYNEX Quality Council train employees to maintain and preserve this commitment.

At NYNEX, we're not interested in anything less than the best.

## A phone company. And much, much more.

NYNEX assets are a very healthy $\$ 22.8$ billion. The NYNEX family of companies handles the unique information needs of our diverse customer base.

Our customer list reads like a corporate Who's Who. We serve eight of the top ten commercial banks and over half of the Fortune 500 companies.

- NYNEX's largest business units, New England Telephone and New York Telephone, manage the heart of our telecommunications operation: our network.

Through this we provide everything from local area networks to Digital Centrex Service to fiber optics.

- NYNEX Service Company helps keep our network on the leading edge of technology. Developing innovative network and software products for New York Telephone and New England Telephone companies.


#### Abstract

- NYNEX Information Solutions Group companies offer sophisticated software products and services, including financial service information systems for banking, brokerage and insurance. They also handle planning and management systems, field service systems, as well as market research, and the integration of systems overseas. - NYNEX Information Resources publishes over 300 White and Yellow Page directories, including boating directories. - NYNEX Materiel Enterprises Company is a major resource for customized business services-from state-of-the-art product evaluations to interactive, on-line materials management computer systems. - NYNEX Mobile Communications Company offers cellular service for people on the move-in cars, boats, trains and buses. It's also one of the largest providers of paging services.


## A world of answers.

To help companies with global interests, NYNEX International brings the full power of the NYNEX family of companies to bear.

More and more savvy players are accessing NYNEX's world-wide experience to help them design, install, and maintain leading edge communications and information systems.

## Closing the information gap.

Technology that was a miracle five years ago is ho-hum today. Everywhere, businesses are asking the same question: What can the new telecommunications and information technology do for me?

This vital question is at the heart of today's information gap.

To answer it, NYNEX has created a new multimillion-dollar Science \& Technology Center. The Center is a very special place. An enclave where the best telecommunications and information minds explore the leading edges of technology for our customers.

At NYNEX, the search to help our customers be the very best they can be, to realize their optimum business potential, never ends.

To us, there is no greater satisfaction than hearing one of our customers exclaim, "I didn't know I could do that"

The dedication, foresight, and total commitment of the 92,000 people of NYNEX is why that is becoming a profitable everyday reality for more and more of our customers. When the question is: "Who's turning the potential of the Information Age into reality?"-the answer is "NYNEX"

D

 ation



How upmarket producers can benefit from taking a stand



Vietnamese entrepreneurs
Struggles of an ethnic community
David Sparks on official and unofficial help for an emigré population in London


## TRAIN CATERING

 Business Opportunities Network South East plans to invite competidy tenders drinks and snneact son oighit important rail routes within
## These routes are: <br> 1. London Nivctoria) Ramgater

- Ramsgate/Doverie - Chatham -

2. London Nictoria) - Dovertroikeston
3. London (Charing Cross)-Hartings
4. London (Charing Cross)-Dover
5. London (Warerloo)-Salidury
6. London (Charing
7. London Wanerloo)
8. Reading -Gatwick

Enterpising catering businesser with a suitable Andruw Smith


Network Soutineest

| We are a loag ectablished bas and truct unit manafacturer and have spare capacity avaitable in the following areas:- <br> - Assembly and sopair of diesel engines, gearboces, axies and hydrantio ymiti Reconditioning most vohicle engineering components (differentials, mansmisstion units, injertars, Iywheels ote). Repair of clecerical, elochundestination blinde Manufincturer of esars and desing of all kinds. <br> Saiming of hargem road veaicie or comionercial road and paraenger vehicles. <br> So if we can assint in your ameess production needs or dovelop a facility for yoar product mims 566 Chiswiek Eigh Road Tel No. $019947024 \quad$ Fax No. 017471897 |
| :---: |
|  |  |
|  |  |
|  |  |

WE WLL FIND YOU MORE BUSINESS




[^0]Purchasing Finance Without Security
If your company has purchase commitments with
U.K suppliers and requires extended credit wo will advance inmmediate cash to the suppliers, subject to the credit standing of both parties. Al our and our rate structure in most cases will show a saving against nommal bank borrowing.
By paying your supplier on day one you may well
be able to takea substantial discount which in tum will offset our reasonable charges.

CL-AlexandersDiscount plc


## ESTATE AGENCY BRANCHES

A leading established top twenty estate agency firm seeks dlscussions with other well know/established estate agents with a
view to exchanging branches' to achieve a mutually agreeable geographic balance. Enquirles will be treated In the strictest confidence.

Please write, in the first instance
to Box F8582, Financial Times,
10 Cannon Street, London EC4P 4BY ESTABLLSHED STORAGE BUSINESS SEEKING NEW
OPPORTUNITIES
 We heve good stock control
It you have need for large neal
procucta then plope contect-
Box rases, Frnanclad IImee., 10 Cannon Strost, London ECAP $4 B Y$
VENTURE CAPITAL
Finance for expension, new ventures, and MBOs, from
an industrial investor is a nitity
an industrial investor is a rarity in a unique progmatial gapproa
See if we can help you.
Johnston Development Cepital Limited

| LAND OPPORTUNITY, HIGH POTENTIAL Prime development hand for sale on the Costa Del Sol, near to the prestiglous Dominion Beecci Developmeni. Good sea and Service connections in place and ready for immediate construction. <br> Price and details from Box F8585, Financial Trmes, 10 Cannon Street, Xondon EC4P 4BX |
| :---: |
| ALL INTERESTED IN MOTORSPORT SPONSORSHIT? STOP! <br>  DONT DO m <br>  5om poomoritip <br>  |
| HELP WANTED: <br> We are a small company winh a surcesentil back ground in designipg and masurfacturing edectro-mechanical products. We have secondly completed our helest product which ia now oporatiog on a trial site This produce has e arr looking for ideass of a Eimascial/markecti bow we conld beat develop this potential. <br>  |
|  |
| SPECIALIST COMPUTER SYSTEMS HOUSE <br> Recantly rastructured, this S8M T/O private company requiries $\sum_{2} 2^{M}+$ to realise full potential. Significant equity atake on offer to private or corporats investor (s). Write Box F8co4, Finanaial Times, 10 Cannon Street, London EC4P 4BY |

## SHORT OF PEOPLE?

 Skilled workforce avallable for llght assembly workdilvision of substantial group has capacity to undertake sub contract assembly work lmmediately located on M4 corridor in South Wales
Cortact Russ Palmer on 083982076


|  |  |
| :---: | :---: |
|  | $\begin{aligned} & \text { Established } \\ & \text { Company } \\ & \text { a spare offce space } \end{aligned}$ |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  | Paris - opera PRemiciouse <br>  |
|  | ant |
|  |  |
|  | - |
|  |  |
|  |  |
|  | INVESTMENT |
|  |  |
|  | - |


| BUSINESS OPPORTUNITIES |  |
| :---: | :---: |
|  |  |
| INDIAN JAGGERY Sugranze juice boiled corn- <br>  Cuiable <br>  | FRANCE ${ }^{\text {Cosin }}$ <br>  <br>  |
|  |  |
|  |  |

## COMPUTER TASK GROUP Gre <br>  <br>  <br>  <br>  <br>  <br>  <br> RIC <br> FINE ART DEVELOPMENTS PLC Europe's largest greeting card manufacturer is seeking to acquire companies operating in the seeking to acqu following areas: <br> Manuracturing and retail stationery <br> Disposable tableware and paperware products Book distribiotion Printing and packaging <br> Location: UK, Europe or USA <br> For further discussi complete confidence <br> Brant Fitcpatrick, Fine Art Developments plc, <br> Dawson Lane, Dudley FEiH, Bradford, West Yorkshire BD4 6 HW Tel 0274651188 <br> HOUSEBULLDERS IN THE MIDLANDS

Large quoted company seeks to purchase housebuilder operating in the Midlands area.
Suggested price range $£ 20-25$ million with no lower limit
Write Box E4155, Financial Timess,
10 Cainron Street, London EC4P 4BY

\section*{PROFITABLE COMPANIES WANTED <br> |  |  |
| :---: | :---: |
|  |  |
|  |  |
|  |  |
|  |  |

## PUBLIC COMPANY

With cash available wishes to purchase outright, companies which are profitable or Management retained. Funds for expansion. Principals only.
Reply to Finance Director c/o Box H4190, Financial
Times, 10 Cannon Street, London EC4P 4BY

## SERVICE BUSINESS

Expanding ple group wishes to acquire growth service businesses. Minimum pre-tax proits $£ 1 \mathrm{~m}$. Principals only, please write to the chairman

Box F8598, Financial Times, 10 Cammon Street,

[^1]FINANCLAL TIMES TUESDAY DECEMBER 131988

| BUSINESSES FOR SALE |  |  |
| :---: | :---: | :---: |
|  |  |  |
| JerseyBusinessfor Sale |  | momene WHO'D GIVE ALOT FOR A BUSINESS LIKE YOURS <br> As a leading merchant bank Hill Samuel is well piaced tohely you sell your company. We can give you a professional valuation of your business so you'll know what to expect. We will confidentially seek outsuitable buyers. We will aiso ensure that youg Furthenmore, Hill Samuel will assist you through the inevitable problems and too to overcain the best If you'd like us to help you sell your company, efficiently and discreetly, contact Dominic Collier enil <br> HILL SAMUEL |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| COMPUTER COMPANY |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

## BAKERTILLY <br> 

Crogil Fabrications

Limited
(In Administrative Receivership)
The Joint Administrative Pacahvers offer for sale the business and assetst of the above is steoel fabricator spocicianising ine foempare staircases and balustrading In midid and stainless steals. Freethold dificas and single storyy
manufacuring unit of 16.500 square foe manutactarting unit or 16.50
in Leoeds, Wosity
-Wortforre of 30 including 18 stailed

- Annual urnover approvimataty C 700.000 - Work-li-progress and cument order book interestad parties stoutd contare inmedataty. mTDOBEMBA, ECAMMLPA.
 A. Talephone:0532434844 58354 AVSFax .053246241 Arthur Young
A MEMBEP OF ARTHUR YOUNG INIERMATONAL



## THOMAS CHRISTY LIMITED - <br> In Receiversthip

## FOR SALE AS A GOING CONCERN

Tha Business and Assets of this wall established
Cosmetics Manufacturer are offered for sale as a Cosmetics Manufacturer are offered for sale
going concern. The Company operates from premises in Aldarshot,
Freahold Premises-approx 60,000 sq. ft Substantial Stocks
Plant and Machine
Turnover in excess of $E 3 \mathrm{~m}$.
Adminther detaila ploase contact tha Join

Cori Gually,
Choenix House
Stetion Hill,

| Reading, RG1 UN |
| :---: |
| Tall 0.0734500356 |


| Teal: 0734500336 |
| :--- |
| Fax: 0734597516 |



## BUSINESS FOR SALE

Rapidly growing express freight business Potential turnover of $£ 10 \mathrm{~m}$. per annum 8 depors. Complete U.K. and Eire cover: easehold. Substantial customer base and fleer Priacipals only apply to Box Number H4212, Financial Times, 10 Cannon Street, London EC4.


Whephe



CATERING EQUIPMENT SERVICING





Long estabilshed up market menswear and womenswear company with highly regarded retail outlets, spring includes nadolesale customer list and worldwide registered brand named.
Write Box H4180, Financial Tlmes,
10 Cannon Street, London EC4P $4 B Y$

FOR SALE
Scottish Leisure Resort Serious cash offer sought for successful Scottish leisure resort situated in and area of
outstanding níturai beèuti, Excellent development potential. $66+$ million profit. Replies treated in strictest confidence Principals only please write to: Box H4196, Fmancial Tines, 10 Canon Street,



Sign \& Blind Manofacturing Business
West $C o u n t r y$ West Country based for sale, 4 o $c$ \& 400 K . Potential yet to be
fully exploitod. Valuable frochold site including factory



| Fabric and Hosiery Dyehonse <br> Recently modernised to dye and unish cotton and mixture knitted fabrics, for sate as going concern. Based in Midiands has capacity to process up to 30 tonnes per week. <br> Prixcipals only write Box H1175. Finarncial Times, 10 Cavion Streit. Londin ECAP ABY |
| :---: |
|  |  |
|  |  |
|  |  |










A young Group understands your reveds and is preppred to
involiag
ESOOK.
Pteace tebphane Magsie Brathosite an (0444) 440106
WASHROOM SERVICE OR SUPPLY
BUSINESS URGENTLY REQUIRED Turnover Up to $£ 3$ Million
Please Contact in Confidence Please Contact in Confidence
$\times$ H418s, Fnanclal Tmes, 10 Cannon Stree Box H4184, Financlal Tmes, 10 Cannon Straet,
London ECAP 4 YY or Telephone of 5471 1522





| minoducing t NEW ROAMER 2 THE SMALLEST PORTABLE WN TH wORLD |  |
| :---: | :---: |
| ba |  |
|  | NTERNATIONAL TRADE INANCE CONSULTANTS |
|  |  |
|  |  |
|  |  |
|  |  |
| COMPANY NOTICES |  |
|  | COLOUR GROUP LIMTIED Reg No. 2023959 <br> COLOURSCOPE PROOFING LMMTTED <br> Reg No. 2098428 <br> SCAN 2000 (CAMBS) LIMTTED <br> Reg No. 1715837 <br> SCAN 2000 (LEECS) LIMITED <br> Reg No. 208953 <br> SCAN 2000 (LONDON) LIMITED <br> Reg No. 2135879 <br> SCAN 2000 (NORTHANTS) LIM- <br> reg No. 213587 <br> SCAN MONO LMITED <br> Reg No. 2135883 Notice is hereby given pursuant to Section 46(1)(a) Mr. Panos Eliadas of Panos Elledee á Co.. ${ }^{6}$ Bloomsbury Square, London, WC1A 2LP., was Receiver of all the property of tha ebova Companies on the 18 th November, 1888 by Steven Eltolt under the powers contained in a debentura contalning a lixad and noazing charge dated 3rd Augush. 1988. 1888. <br> Panos Ellades Administrative Receiver 25th November, 1988 |
|  |  |
|  |  |
|  |  |
|  |  |
| ANNOUNCEMENTS |  |
|  |  |
| operty Advertisin <br> APPEARS Every saturday <br> Eate S40 par agle Column Centimetre |  |
| $\begin{aligned} & \text { I CAFOL HANEI } \\ & 01-489.0089 \end{aligned}$ |  |

## INTERNATIONAL

## TAXATION

The Financial Times proposes to publish a Survey on the above on

## 21st February 1989

For a full editorial synopsis and .advertisement details, please contact:

## Jacqueline Keegan

on 01-248-8000 ext 3740
or write to her at:
Bracken House, 10 Cannon Street London EC4P 4BY. EC4P 4BY

Hinachaimims



## WATERSYSTEMS A HEALTH HAZARD?

- Are you operating a system that is a hazard to health?
- How do you know?
- Are you aware that it is an offence to own or operate a
cooling system infested with Legionella pneumophila?
- Did you know that biocides are not necessarily a safeguard?

THERE IS HO NEED TO RUN THE RISK OF PROSECUTION
If you would IKke a professional assessment of your risks,
together with a confidential report and detailed rocommendations
WATER MANAGEMENT
 her at:

Bracken House 10 Cannon Street London


## PROPERTY

AUCTIONS
The Financial Times proposes to publish this survey 20th
January 1989

For a full editorial synopsis and advertisement
details, please contact:

TESSA TAYLOR on 01-248 8000 ext 3211
or write to

1.
snudia * Ahlan Wasahlams


# Three of the seventeen essential questions on the Ogilvy \& Mather 1992 strategic check list. 

For help with the answers and all the other questions call $\mathrm{O} \& \mathrm{M}$.

[^2]networ main agencies are backed by PR and Promotion networks and Europe's No. 1 Direct Markeing organisation.
Wheve set up the Ogivy Media Center in Brussels to uke maxinum advamzage of Pan-European media opportunities: Our 25 years' experience in Europe can be put to. work for you.

For information about the O\&M 1992 Study the Strategic Action List and the oher ways Ogilvy \& Mather can hetp you in Europe contact: Peter Warren, Chairman Ogilvy \& Macher Europe, Bretenham House, Iancaster Place, London weas 7ez Telephone: 01-836 2466. Ogilvy \& Mather


## LASTYEAR <br> M'GRATH AND MACK MADE FILMS THAT GENERATED $\$ 180,000,000$. "MCGRATHANDWHO?"

Our name may be unfamiliar, but the companies we've made films for, from Airship Industries Westinghouse and Barclays Bank to Kelloggs Cornflakes and R.J Reynolds, wont be
So if you want to know how we've helped them generate millions of pounds
SIMPIY PHONE TIM MACK ON 01-437 4983

Retail advertisers still top the big spenders' league, but...
money requires new specialists







Metant antum advertisers

## New channels to

 cut airtime cost| New Media Markets Screen Finance <br> The Experts on TV, New Media and the Film Industry published fortnightly |  |
| :---: | :---: |
|  |  |
| Me.... | Smindemitum |
|  |  |
|  |  |
| matamex |  |
|  |  |
| Mantub |  |
|  |  |
| 为 | R |
|  |  |
| 115 l |  |
|  |  |
|  |  |
|  |  |

## ADVERTISING 4

Magazines: revenue is up, amid the new launches for women

## More titles, fewer readers


 At antithesisis of everything wa







Bella is excluded from the ABC figures feil by 8 per cent in the first six months of the year

| has become more competitive <br> The architects of this revival The and the West German publishing houses. they have mvested mil lions of pounds into introduc- ing their titles to the British market with devastating conse qnences. the West Germans anrived, the magarine market subsidiary of the Reed Interna tional publishing empire. <br> Magaxines" as it is dubbed in deference to its bureancratic management structure and on London's Sonth Bank had towered over the magazine the 1960s. <br> Condé Nast and National MS prolishing empires, had colonised the "glossy" magazine market with - vogue and IPC was the most powerful corce in consumer magazines, thanks to its monopoly of the women's weeklies. <br> Woman , Woman's Own, Woman's Realm and Woman's market in long-term decline. Only a few years ago one of IPCs executives predicted that survive beyond the end of the 1990s. <br> But two years ago this sleepy world was shattered when Griner + Jahr unveiled |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

## Trying to track down 40,000

 genuine financial advisers?

Even in these days of regulation, this can be difficult. But we can be of help. Financial Adviser has spent months building up the most credible list of intermediaries available. Not just members of Fimbra, important though they are. Other trusted individuals too - like accountants who provide investment advice, pensions experts, bankers who advise on trusts, and stockbrokers who run private portfolios.

So we have the highest circulation of any intermediary publication 42,500. And 35,000 of these are registered readers. Sixty per cent of them read no other intermediary publication.* Among businessmen in the financia services sector, nothing counts as much as Financial Adviser.

You may think reaching these individuals is expensive. But not through Financial Adviser.

For details phone Nigel Pullman on 01-251 1414, or write to the Advertisement Director, Financial Adviser, Boundary House, 91, Charterhouse Street, London EC1M 6HR

## $\geqslant \mathrm{air}$

|  |  |
| :---: | :---: |
|  |  |
|  | Habmb |
|  |  |
|  |  |
|  |  |
|  | Tix mim mim |
|  |  |
|  | ntatult |
|  |  |
|  |  |
|  | ，min mixme |
|  |  |
|  | 5mb |
|  | Haier buiz |
|  |  |
|  |  |
|  |  |
|  | \％ |
|  | Himama min |
|  |  |
|  |  |
|  |  |
|  | \％ |
|  |  |


















 real originatity
achievement
 ain orian mond



## Mrs Klein <br> 

## ARTS GUIDE



Martin Hoyle


Operdan AND BALLET第和


## 

## min

## ＊






## Shostakovich

|  |  |  |
| :---: | :---: | :---: |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

## Boulez and Messiaen

hough Sundays instalment of




## Club Monkey

##   <br>  <br>  <br> groan goes ny prom the people of breatford who，minutes ear－ ond <br>  <br>  <br>  <br>  <br> 

December 9－15

## Hin




















| one foot in Rastern Pop． another in straight seasonal political discourse of power and perspective <br> others，in a shows eleganty the others，in a show elegantly set state－of－the arts technology and paperlantern tradition．Crab place in a mortuary，where the monkey people employ thair power over the dead to bring abont a state of revolution．The plotline，such as there is，cen－ shee（ghost）called Jerry who， beling a western cadaver ralls dictated by the colonial pow－ ers－that－be，embodied in the towering，safari－shorted figure of Tony Basase． This Elves Judy Pascoe a chance to lurch hilariously | around the stage as monster with a Ba over her face，the whether she is am monstious． <br> Kazuko Hohkim Atsuko Kamura replacement，exp throw－away humo show which makes technical and them fections：there is the occasional hiat by apparently genuin any denying the ch style all of thetr show，to coin a phras Lm and Lun． <br> Claire Arm |
| :---: | :---: |
| SALEROOM |  |
| Antiquities in vogue |  |
| is exceptional demand Sotheby＇s sale in London rday was a resoung ses cotalining just over ع1m The top price was the |  |
|  |  |
|  |  |
|  |  |
|  |  |
| to the artist |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| ristie＇s gale of chine |  |
|  |  |
| trous with almost half ussold |  |
|  |  |
|  cially a pottery figure of acourt tady from the early Tlang dynasty， 34 cm high，which |  |
|  |  |
|  | A |
| Opera director leaves |  |
| Following his production of |  |
|  |  |
| den last September，the Robs |  |
| has asked to be released from |  |
| his contract to complete Wag． |  |
| Opera |  |
|  |  |

22
FINANCIAL TIMES
BRACKEN HOUSE, CANNON STREET, LONDON EC4 P4B Finantimo, Lendon PS4. Te
Telephone: 01-248 8000

## Teetering on the brink



## Over-capacity in fishing



## Change in

the cycle



 the Rheingold shown last Sep
tember will never be seen
agin



 publice and press adike
protuction on of the those smae
poperas that are plamed to fin the holes
in the timetale opensi by






## OBSERVER  <br> Treasury model   新男   <br>      <br> Eurocinema        <br> 



## Adjusting to life after debt



From the art
of writing
comes the art
of sculpture.

THE "Montblanc SERIES' Of exhibrtions at THE WHITECHAPEL ART GALLERY WILL
FEATURE SIGNIFICANT ARTISTS in britain THE FIRST BY THE SCULPTOR, AND 1987 WILL TAKE PLACE BETWEEN 25TH NOVEMBER 1988 AND 22ND JANUARY 1989
MENT IS ALL PART OF MONTBLANC'S COMMITMENT TO ART; BE IT WITH A PEN, A BRUSH OR
A WELDING TORCH.

## 

The art of writing.

## LETTERS

＇Spectre of overkill＇in the UK economy

Shipping is a foreign exchange earning industry


|  |
| :---: |
| yinmememilimme |
| 隹 |
|  |
| yimm |
| 速 |
|  |
|  |
| mam |
|  |
| Numen in |
|  |
| litam |
|  |







## Quality

## at risk






## Scots law set

 the theme


Coherence needed in training UK managers

| $\begin{aligned} & \text { 硈 } \end{aligned}$ |  |  |  |
| :---: | :---: | :---: | :---: |
|  |  |  |  |
|  |  |  |  |
|  |  |  | and |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  | ${ }^{\text {uls }}$ |
| Sereme |  |  |  |
|  |  |  | ， |
|  |  |  | d |
|  |  |  |  |
|  |  | trauch it pursitio |  |
|  |  |  |  |
|  |  | zeremet | of Chemical |
|  |  | cate |  |
|  |  |  |  |




FOREIGN AFFAIRS The perilous decline of a

## superpower

Edward Mortimer argues that the West should be ready to help Mr Gorbachev＇s reforms succeed


## 




> The outcome is certain to be a Soviet Union with less effective control over its neighbours
$\qquad$



| M | Foreign AfFalrs | \％ |
| :---: | :---: | :---: |
|  | The perilous |  |
| ジviviviudum | decline of a | \％＝wawe |
|  |  |  |
| 20 | superpower | \％ |
| Humb | Edward Mortimer argues that the West should be ready to help |  |
| \％ | Mr Gorbachev＇s reforms succeed |  |
| 23\％ |  | 5atim |
|  |  |  |
|  |  |  |
| \％Weumut | \％ |  |
| \％ | ＝ |  |
|  |  |  |
| W5\％ | The outcome is certain to be a |  |
| \％imus | control over its neighbours |  |
|  |  |  |
| 2mid | $=$ |  |
|  |  |  |
| － |  |  |
|  |  |  |
|  |  |  |
|  | \％ |  |
|  |  |  |
|  |  |  |
|  |  |  |





## FOCUS ON THE DIFFERENCE




Intelligent selective autofocus On a shot Iike the wedd ing piture above right or
when
the
y

 cennertime Minde can do this！
Perfect pictures as close as
 paper for


## Burma's reformers fumble in the gloom

Darkness has again descended on national politics, reports Roger Matthews


## Swiss minister quits over inquiry tip-off

|  |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |





## A little more dough for the Doughboy

Ret



## GM launches paperless trading network


Second Armenia crash



craer as chief executive of
Fermenta
Bat in December 18s5 the
company's anditors found that
Frat in December 1986 the
Bompan's andittors fornd that
Primenta's profits thad been
 In September last year Mr
Insayed was delareo baik-
mot with personal debts total-


 nvestigation of mr El- El
 7.000 pages, accuse Mr RI

- Syyed of eving talse and
misleadig infomation In Fer-
menta's annual accounts for menta's annual
1984 and
As

1985. 





 exist
IIF Gaston Portefaix, the
company's former Inrance




 maxit nomer
 etween suppliers and their- companies located in all the
costomers according to stan- main market have started
mate






Koshin wins Tokyo group

 Kogyo began in midd-1987 put their power to the test Ahe
when
Knoshin, previonsly
demoter his father trum chivir
 zid

##  <br> dia

mate
ant
deve
opd





FOR EXPERIENCED PRIVATE CLIENTS
EXECUTION ONLY STOCKBROKING THE STRAIGHT ANSWER


## If you are an active investor and know your own mind, ask yourself a

Are you paying more in commission charges than you need? The straight answer is that with a once-onty joining fee of $f 25$ and a flat
commission rate of $E 50$ for all deals between $E 4,000$ and $£ 20,000$. Fidelity could But compistion savings ansion you pay on execuion-only share deals. a level of service you would expect from a stockbroking company associated with one of the worid's major investment houses. A service which includes rapid execution of orders, efficient administration to handle all your To find out how you can save on commission charges and enioy service premium service, 'phone us on $0800 \$ 00700$ from Monday to Friday
. 1 .


COMPANIES\& MARKETS
Tuesday December 131988


## INTERNATIONAL COMPANIES AND FINANCE

Pennwalt stock jumps on \$765m bid by Centaur
By James Buchan in New York

 ain on aill suat wim we







 Sthe oficio stumed mily






GM to pay US workers $\$ 90 \mathrm{~m}$ in profit sharing By Karen Zage


 forecast 1988 earinine. About strongly for the first nine
450,000
elligice.



Air fare discounting battle in US spreads



Exporting country oil
groups top world table


US commercial banks hit $\$ 5.9 \mathrm{bn}$ in third quarter



 aged buy-outs and from pat
limpoved control over out
expenses
 Mir wilsam Seidman, FPIC
chairman, told a newas conter

 However,
bions in the
man said
Banks
man sean
Ban
Arst
and


actanto in leverand
Whenever it apears shat

 and Fioridac
The FDCed no nuth state
increase increase in non-pertpormin
assets of $\$ 32 \mathrm{bnn}$ in the thit



zanat for the operation
Barbara Durr reports on the relaunched privatisation plan for Lan Chile

| Norwegian groups sell stake in DNO By Karen Fosast in Oslo HAPSLUND NYCOMRD <br>  <br>  <br>  <br>  <br>  <br>  NKY73. Dyno said its sale was pat of a rectrueturing programin Dyno, Enfinme and Christ ania Bank, one of Norway top three hanics, hape heme <br>  |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |



THIS ANNOUNCEMUEVT APPEARS AS A MATTER OF RECORD ONLY


HER MAJESTY THE QUEEN IN RIGHT OF NEW ZEALAND
has appointed Deloitte Haskins \& Sells as advisors on Cash Management Reform to the New Zealand Debt Management Office, The Treasury.

## Deloitte Haskins+Sells

|  |  |
| :---: | :---: |
| Newlssue |  |
|  | $3)^{3}$ |
| TELESAT CANADA <br> Ancorporatad under the Anse of Cuneda/ |  |
| Can. \$100,000,000 |  |
| 103/4\% Debentures due 1993 |  |
| Issue Price: 1011⁄2\% |  |
| ScotiaMcLeodinc. | Credit Suisse First Boston Limited |
| Banque Bruxelles Lamberts.A. | Créditlyonnais |
| Commercbenk Aktiengesellschaft SBCI Swiss Bank Corporation hivestment banking |  |
| BNP Capital Markets Limited | Dresdner BankAktiengesellschioft |
| Goldman Sachs Intemational Limited | Algemene Bank Nederiand N.V. |
| Bank of Montreal Capital Markets Linited | ited Generale Bank |
| Vereins-und Westbank Akdiengesellschaft | chaft Amsterdam-Rotterdam BankN.V. |
| Banque Générale du Luxembourg $\mathbf{S A}$. | . Banque internationaleà Luxembourg S.A. |
| The Nilko Securities Co., (Europe) Ltd. | RBCDominion Securities intemational |
| Shearson Lehman Hutton International |  |
| December 1988 |  |

## Belgium's Old Lady limbers up for placing

Tim Dicksơn and Paul Betts on far-reaching shareholding changes at La Générale


EIE conduct in Ariadne share deal 'unacceptable' by Chrie stioweref in Sydney







## Kadoorie family defends

 stake in HK hotel chain robs Finland of top industrialist By out virtan

By John Elltott in Hong Kong


Lo Yuk Soly
The mony headed by
the family has used by




Trelleborg to sell interest in leading bearing maker By Robert Tayior in Stockhoim TRELLEBBORG, the Swedish
time the purchase prompted
midutrial group with interests
widisespread specuation that It








Siemens, AEG consider joint ventures


The Bell Group International Limited

## ITC Entertainment Holdings Limited

Do a company formed by
management and Midland Montragu Ventures Limited

The undersignod acted as financial advisor to
The Bell Group International Limited
Ocean Capital Corporation
NewYork - Los Angeles - Perth

## Novenber 1988

$\$ 200,000,000$
(or ECU equivalent)

## Banca CRT Financial Corporation

Commercial Paper Program
Guaranteed By


Rated A1 + by Ștandard \& Poor's Corporation
Rated P-1 by Moody's and investors Service, Inc.
Issuing \& Paying Agent Morgan Guaranty Trust Company
We are pleased to have been selected as the
dealer for this commercial paper program.
Merrill Lynch Capital Markets
December 1988

${ }_{23}$
INANCIAL TIMES TUESDAY DECEMBER 131988

## FT GUIDE TO WORLD CURRENCIES



## 




BANQUE PARIBAS

U.S. $\$ \mathbf{2 0 0}, \mathbf{0 0 0}, \mathbf{0 0}$

Undated Floating Rate Securities In acourdanco wid the provisions of the Seamities noticic is

 Morgan Guaranty Trust Couppany of New York ${ }_{\text {Agent Bank }}^{\text {London }}$

BANQUEPARIBAS

U.S. $\$ 400,000,000$

Undated Subordinated Hoating Rate Securities In excordance wid the providons of the Secuinies, noxice is
 Sterest payble value 13也 Manch, 1829 per U.S. 51.000 5 sourity will amount io U.S. S23.06. Morgan Graranty Trust Compary of Ne. ${ }_{\text {Agent Bank }}^{\text {London }}$



## INTERNATIONAL CAPITAL MARKETS

 D-Mark issues dominate primary activity


|  |
| :---: |
|  |
| come |
|  |
|  |
|  |
|  |
|  |


|  |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |


$|$| W German |
| :--- |
| futures |

US. $\$ 100,000,000$

Allied Irish Banks plc Floating Rate Notes Due 1995 Subordinated as sto payment of pinicipal
 Tismest Amount pef


Credit Suisse First Boston Limited
US. $\$ 600,000,000$


Malaysia




## 



## UK COMPANY NEWS

Technicolor boosted by Cinderella and ET

## Carlton tunes into a $46 \%$ advance

By Raymond Snoddy


Holmes \& Marchant rises $\mathbf{5 3} \%$ to $\mathbf{f 4 . 5 m}$
By Fiona Thompson
HOLMES \& MARCHAN HOLMES \& MARCBAN
Group, marketing consultancy
yesterday reported a 53 pe
 er 30. Was made and turn frove
2head 55 per cent finm finge Earnings per share rose from

 xperiencing buoyant demand dvertising and prblic. rela profotits.
Soles promotion brought in
15 per cent of sales and the same percentage of pronts. The ugust acquisition of Catatyst sales promotion company, gave
the company amch sumper
position in this field, matigng it position in this field, matikng it
the third latrest in the
For the future, the company the the importance of brpanded
 velop new onanands and to


Convoluted plot as Chesterfield bids $£ 7 \mathrm{~m}$

## By

,

THE PLOT thickened



Banner closes on Avdel after increasing cash offer to 88p


## Dowty rises $\mathbf{2 8 \%}$ to $\mathbf{£ 3 2 . 5 m}$



## MBOs-WHO'S NEXT

HUMBERCLYDE CARADON PLC
FINANCE GROUP

| buy-out-September 1987 $\substack{\text { Ginance raised } \\ \underline{\Sigma 204} \text { million }}$ | buy-out-October 1985 Finance raised 866.7 million FLOTATION-JULY 1987 |
| :---: | :---: |
|  |  |

RENTCO
INTERNATIONAL
buy-out-May 1987
Finance mised
羔 45.8 milion
SAIETOTTPHOOKPLC
DECEEMBER 1988

RECHEM ENVIRONMENTAL SERVCES PIC
buy-out-December 1985 Fimace mited FLOTATION-MAY 1988

## Dealers

Barclays de Zoete Wedd Limited Lloyds Bank Ple
Midland Montagu Commercial Paper Morgan Grenfell \& Co. Limited

Candover Investments plc are leaders in management buy-outs. We have organised almost forty buy-outs ranging in Com $\$ 1.0$ million to $£ 260$ million. Candover has invested in all of them their success. Two examples are Rentco, which was recentiy sold at a price which gave a highly saus factory relum-to inst whichs was just invested wim us, and Fairey which has just obtained a Stock Excchange
listing less than two years after its buy-ou listing, less than two years after its buy-out.
oremil institutional
Candover'sbuy-outshaveachieved returns in excess of $60 \%$ per year.

As for the managers themselves, they do even better in successful buy-outs - as they should, since they are primarily Candover is conccess. potential management buy-outs with com panies, managers and advisors. If you think you could benext, contact Roger Brooke or Stephen Curran on 01-583 5090.

- CANDOVER INVESTMENTS PIC


## 25 YEARS OF HANSON SUMMED UP IN ONE LINE.

For the 25 th consecutive year, Hanson announces record profits, dividends and earnings per share (ADRs). Profits have increased to $\$ 1.49 \mathrm{bn}$. (1987: \$1.25bn, up 19\%), dividends per ADR 38.53p" (1987: 25-62p, up $50 \%$ ) and earnings per ADR $\$ 1 \cdot 34$ (1987: \$1-18, up 14\%). Sales are now \$12-5bn (1987: \$11-3bn, up 11\%).
Since 1964, a small public company based on sound yet innovative management concepts, has grown to become one of the world's largest corporations and is, today, a diversified BritishAmerican industrial management company reporting through eight major operating divisions and employing more than 100,000 people At present, Hanson ranks fifth in size of al publicly-owned companies in the United Kingdom. And Hanson Industries - the US arm of Hanson PLC- were it a separate quoted company, would rank among the 60 largest industrial companies in the United States. Hanson puc is a uniquely British-American company, with major activities on either side of the Atlantic. It has corporate headquarter im London and in Iselin, New Jersey. Each arm of the company is autonomous with separate staffs. The company reaps man benefits from its dual nature. It can tak advantage of favourable currency exchange rates and financial conditions in whichever market they may be found. And the spirit of friendly co-operation that exists between the UK and US offices has repeatedly enabled Hanson to find solutions to business problems that develop on either side of the Atlantic. Hanson Industries was founded in 1973. Since then, it has acquired a total of seven publiclytraded US companies. Though starting from scratch, it now produces about $43 \%$ of the In 1088 , and operating profit of Hanson ric son Industries tradig ? a total of 65,000 people throughout the US. Despite the fact that Hanson plc has revenues of over $\$ 12$ billion its corporate staff is exceedingly lean. Its UK office has a staff of under 100 , and the US office is equally trim, with 125 people. There is no centralized marketing, personnel or other services provided for its subsidiaries, so each divisional manager is responsible for his own decisions and can choose exactly which services he needs. In addition to this, Hanson has always sought to own companies with leading market posit ons and strong recogn. stries. It is the largest maker of bricks in the United Kingdom, the second largest maker of lighting fixtures in the USA, the second largest largest producer of titanium dioxide-to name few. From the very beginning, Hanson's basic strategy has been to operate principally in good quality, basic businesses; which provide essential goods and services-businesses tha will not go out of style or that will be mar obsolete by rapidly changing, technolog n the United Ringdom, its well-know panies include Imperial Tobacco, Evr ady Batteries, Smith Meters, Londn- a, Elizabeth Shaw Chocolates, ar 4 as Allders Department Stores and ${ }^{i}{ }_{f}$-Free Shops. onthorres us such leading com-

Round Restaurants, Ball Park Frankfurters Jacuzzi Whirlpool Bath and Spa Products, Jacuzzi Whirlpool Bath and Spa Products, Ames Tools, Farberware Cookware, Tucker
Housewares, Carisbrook Industries, Grove Housewares, Carisbrook Industries, Grove
Crane, and Kaiser Cement, among others. Crane, and Kaiser Cement, among others. Hanson's goal has always been to maximize returns for its shareholders. It has accomplished per share and dividend payments,-which it has achieved for 25 years without a break. The company has been so successful at fulfilling this objective that $\$ 10,000$ invested in Hanson shares back in 1964 would be worth over $\$ 700,000$ today. That equals a return on investment of 19\% per year compound, compared with 9\% for the Financial Times Ordinary Share Index and $9.2 \%$ compound annual for the S \& P 500. Over the past 25 years, the company has grown both internally and by acquisition. The secret of its success has been its simple and prudent management philosophy. For all the companies within its portfolio, Hanson operates with strong financial and budgetary controls. Its constant emphasis is upon increasing return on capital employed. The company aims to achieve a return on capital of at least $20 \%$ per year and as is often the case, significantly more. At the start of every year, each operating manager presents a realistic budget to corporate headquarters, and together, this budget is agreed upon. The basic philosophy is that each manager will present a budget that will meet the Hanson presformance criteria. If the manager anticipates that year's business is to be excellent, he can that year's business is to be excellent, he can potential. But if he sees a down year coming potential. But if he sees a down year coming
then he must.contract the capital he employs then he must.contract the capital he employs
so that he will still achieve a suitable return on so that he will still achieve a suitable return on
capital within the company's target range. The company expects its managers to regard these udgets as a commitment and a sacred promise. Once these budgets are agreed, Hanson lets its managers manage. The company is rigorously decentralized and corporate headquarter works closely with the operating managers see how any problem can be remedied quir
The motto at corporate headquarters is, simple. "The bad news we want to her' lay; the good news can wait until tor . Uw? At the same time, Hanson's oper suanagers are given strong incentive succeed. The ce. And for every manager, the bottom-li- s what counts. Each manager knows at thr irt of the year exactly how much he can s a by meeting targeted levels of profitabili; and return on capital levels of profitabil ind return on capital. his each manag is only responsiole for is deper upr the performance of other not depend up the pern is peration in Year after v. Lanson has found that it manager: ve under this system. They enjoy the res sibility they are given and appreciat har upon achievement. The other pars H upon ach has been the result part of son's growth has been the result of acqui on, and it has gained a reputation as a very .ute acquir. Ian 30 acquisitions, both in the in making an acquisition, the most importan consideration has always been the downside risk. The first question that Hanson ask is, What would be the could happen if everything went wrong?" If tha question cannot be answered reassuringly then the company will.not proceed.
Also, Hanson's acquisitions have been the model of sound and conservative financing The company has a very strong balance sheet and plenty of cash; it has never used "junk bonds,' no matter how large the acquisition.

Today, by its own cash and credit lines, Hanson's borrowing capacity exceeds $\$ 11$ billion, and the company is seeking to raise that to $\$ 20$ man. making any acquisitions it deems worthwhile Hanson looks for a rapid payback on its acquisitions both through increased profis and selective disposals. For example, it acquired Sin Corporation for $\$ 330$ million in 1986 Since then, it has sold off parts for a total of more than $\$ 1.3$ bilion. At the same time, it kept some of the largest and most profit writers, which has 1988 sales of $0^{-} \quad \$ 300$ writers, which has 1988 sales of $0^{*} \quad \$ 300$ million, and the SCM chemicals $t$ aesses, with sales that have exceeded $\$ 800$ million. Undermanaged companies, whir an significantly improve under Hanson's, nt financial controls and common sense dosophy, are the typical target of a Hanss ccquisition. In addition, Hanson also looks' companies that can easily be decentralizf and have strong operating management. F son always likes to retain the operating $\mathrm{m}^{\text {- }}$ gers, valuing their knowledge and expertis Then Hanson makes an acquisition, it is $0 \quad x$ to cut unnecessary overheads and corpr e fat. It knows how to restructure a compa o be lean and profitable and to make it cor $m$ to its operating standards. Time and: in, Hanson has taken an ailing company an .as shown that with proper management ar reorganization that "unpolished jewel" il begin to shine!
polished jewel in begin to shine! 1986 acquisiti of Imperial Group quickly recouped th aajority of its purchase price through st agic divestitures, while keeping such mai usinesses as Imperial Tobacco, the secon ${ }^{2}$. .gest maker of tobacco products in the, which generates excellent profit and Alow and the US chain of Ground Round staurants. Kidde Inc, the most recent acqui tion, completed in December 1987, has already recovered over $\$ 450$ million of its $\$ 1.6$ billion purchase price. Its operations have been substantially reorganized and are contributing to the company's bottom line.
All Hanson businesses are under constant review. Because the company is always seeking to maximize the value of its shareholders investment, Hanson will only consider selling a division to a potential buyer who is willing to pay "tomorrow's price today."
Hanson is consistently making major capital investments in those businesses which show particular promise. Hanson's shares are traded on the London Stock Exchange, the Swiss Stock Exchanges, the Paris Bourse, and its American Depositary Receipts (ADRs) trade on the New York Stock Exchange, under the on the HAN The company has, more then 200,000 shareholders, the maiority of whom are individual investors, and Hanson is also a are indiling in most Bre and Hanson is also a colios Since its listing in New Yo in 1086, Hans. has become $17 \%$ Now 1986 , Hanson has become 1\% owned by American shareholders; it would like to see this expand to a level consistent with its US opera contribution to Hanson's overall results.
Although Hanson plc has grown enormously over the course of a quarter of a century, the company is certain that the future has never been brighter. In both the UK and the US there continue to exist many companies that can benelit from Hanson's proven management system. It will make excellent acquisitions - when the price is right. Today, Hanson's businesses are strong and thriving. And the company has nurtured an excellent and committed corps of first-rate managers who understand and appreciate the Hanson philosophy, and who will provide excellent leadership for the company for many years to come.


## S\&N pleases the City with $£ 72 \mathrm{~m}$

By Lisa Wood



## Caution as W\&D rises $\mathbf{1 9 \%}$ to $£ 26.7 \mathrm{~m}$

## By Lisa Wood

## TOLVERHAMPTON      rergers Comminspiones con luded about the structure of be brewing indututry there was a posssibily or shorterm



## Hardys \& Hansons at $\mathbf{£ 4 . 4 m}$

 Hardigs , in


## Carless responds to Kelt declaration

## By Nakki Talt



tances, having securred about made clear whether its offer is thelr holdings," said Carless. for $£ 4.97 \mathrm{~m}$

## By David Wallor




## Delta Investment Company Limited



## Good longterm performance sustained

Extracts from statement by the Chairman, Shantikumar Kothari CThe equity market is fairly valued and liquidity ratios of institutional investors are high
historically and are thus providing a good support for the general market. Moreover, the Compary's investments are concontrated mainly in the regions of the United
States outside of the North East. Economic recovery in these areas continues and still has further
 growth will command a priemium ra

Kleinwort Benson
Offshore Funds

T Cowie sells Trimoco stake

Coloroll cuts its ties with ailing McCall ${ }^{3} \mathrm{y}$ Dome walar


## Two more water companies accept French takeover terms







## -37

Neste poised for bid as it Johnstone's



## UK COMPANY NEWS

Whitecroft up to $\mathbf{f} \mathbf{6 m}$ despite fall in textiles By Clare Pearson


RHM in f8.8m natural food colourings purchase By Muld Talt


| Havelock |
| :--- |
| Europa down |
| to $\mathbf{£ 1 . 4 m}$ |


 brofthin the hatifeer to oction-




 tix rizar,

## 1988 FINANCIAL REPORT

## Scotiabank 5




## Expansion in US sparks growth of 89\% at FKB <br>  <br>  <br> 



## Expansion

through acquisitions






 JOHN TAMS GROUP Interim profits rise $10 \%$





## JAMES WILKES

## Subsidiary sold

 for $\mathbf{5 6 . 0 4 m}$



 MUNTON BROTHER Size doubles with acquisition




 HARVEY\&THOMPSON Acquisition and name change





## GiBBON LYONS Pre-tax profits






hicking pentecost
Profits almost

## doubled





elga group
Return to black with $£ 146,000$



 Snist year
CHANCERY
Pays $\mathbf{4 0 . 5 m}$ for Mark Kaye


| effect mariet, and a dectine in <br>  | make most of their profits in the first six yionths are not in |
| :---: | :---: |
| 促 | an rea |
| Although it was ms other areas, the exte | Whitacorot choo |
| dountur in texil | araly leta mathayed putite |
| at the above-tio-line | mir |
| ${ }_{\text {a }}$ | f |
| the second hart would |  |
|  |  |
| look mie now that |  |

$\square$

|  | $\rightarrow$ Earnings per share up $12.6 \%$ to 12.5p |
| ---: | :--- |
|  | $\rightarrow$ Pretax profits up $11.3 \%$ to $£ 18.1 \mathrm{~m}$ |
| $\rightarrow$ | Interim dividend increased by $12.5 \%$ to $2.54 p$ |

"Group operating profits were $12.2 \%$ ahead reflecting good performance in the Engineered Fabrics and Industrial'Materials Divisions and a signifcant improvement for the Engineered Rolls Division. Papermaking continues to be strong worldwide and trading in filtration and other industrial materials remains encouraging".

RW Goodall
Chairman

## 

(rackirataboupric


SCAPA GROUP PLC INTERIM RESULTS

Halfyear to September 301988
$\rightarrow$ Earnings per share up $12.6 \%$ to $12.5 p$
$\quad \rightarrow$ Pretax prafits up. $11.3 \%$ to $£ 18.1 \mathrm{~m}$
$\rightarrow$ Interim dividend increased by $12.5 \%$ to $2.54 p$


## UK COMPANY NEWS

## Gold Greenlees grows to $\mathbf{£ 2 . 4 6 m}$

By Androw Hill


## THE RECORD BOOK OF GUINNESS

. . and Lonrho and Barclays and Dixons and 396 other companies The McCartici Information Thp 400 UK Companies -an your desk, by your phone, at your fingertips - your It brime together in cupe volume, a vitl sumamery of news ami cogmar. jorinals, to provide nothing less than a comanplete yevirs in in the iffe of the top 350 UK corporations and top 50 investment trusts. McCarthy Information's Top 400 UK Companies comprehensinety covers every one of the UK's top org inmina


- Summaries of every important chronological order, complete with the source and date.
classified under subject headings including mergers \& acquisitions, contracts, appointments, and
products. products.
- A company profile detailing head office, principal officers, activities,
five-year trading record, registrars, five-year trading record, registrars,
auditors and bankers.

From white knights to dawn radds; buying and selling, hiring and firing, profits and losses - the
McCarthy Information UK 400 covers every significant titem, from the worid's top 60 business Mublictions. And it gives yoti wotldwide opinion, speculation and reaction - from the Wall Street Journal to The South China Morring Post - the full background to company moves, decisions and events. Every item is cross-refierenced to the McCarthy ymformation Services, which can give really happened in the top 400 UK companies. . . order jour copies now.
Published under Ilcence from The Intornational Stock Exxhange. The Stock Exchange Press is an imprint of The International
DYes, Plaserrex



##  <br> By B DEWE DSM



## BAT clears last Farmers fence as Oregon withdraws its veto

| $T$ ENDUSTRIES, tobacco- July 14 dandad of permisstion for |  |
| :---: | :---: |
|  |  |
|  |  |
| meers croup. पs insurer | Trounds that BAT Mad no poit |
| Iningurane regilatora il | to mate to developing the |
| + | ngurer and mould hare to |
| Theodare Exlongos | lemeres in it in order to |
|  | eamem medecaute return on tis |
| granhead wo the zocuust | Hea |
| ate to beapro | vicos, us redt |
| d | domuraded the rating on mee |
| ers' meeting, dune to take $p$. | at 0 B |
|  | $\begin{aligned} & \text { tot } \begin{array}{c} \text { tha } \end{array} \text { an } \end{aligned}$ |



| German trust faces closure likt Teft |
| :---: |
| Sider in |

${ }^{4 \mathrm{EERE}} \mathrm{I}_{13}$ SURVEY

朝The future for East-West trade remains uncertain, as Peter Montagnon; world trade editor, reports here. Obtacles to growth are the constraints caused by the shortage of foreign exchange in Comecon countries and the decline in Soviet terms of trade, due to falling energy prices.

## Tantalising vision






宦

 thil lags a lone way befind the terms of trade as a a result of



 Test trade has yceied, shast-
 eniot to the West. The tratare
outitiok remains incerataln and
import emowth looks set to




## David Buchan in Brussels

 reports on Comecon-EC trade
## Reciprocity

 is the new buzz-word$\qquad$


## East-West Trade







$\qquad$


HUNGARIAN



The economic revolution sweeping through Eastern Europe is dramatically changing the international business climate in the region.

## East European

. a newsletter published by Financial Times Busines Information, gives that information twice a month. East European Markets keeps businessmen informed of major legislative changes, coming reform
East European Markets provides subscribers with the - trade opportuniti

- investment and finance trends in the region - economic issues
- legislation
- short, medium and long-term business prospects
- concise country reports on Bulgaria,

Czechoslovakia, East Germany, Hungary, Poland, Eastern Europe is one of the most potentially Eastern Europe is one of the most potentially lucrative markets-but also one of the most complex.
East European Markets provides forthright, objective. succinct information in an easy-to-read format. East European Markets is vital to the international businessman.
FREE when you take out one year's subscription to East European Markets - THE ED8100 POCKFT COMPUTER - this amazing credit card sized computer is ADDITIONALIY you will be eligible for
10\% DIScount when you send payment with order. YES, I would dike to subcribe to EEM for one year at E325 (UX),
E36S (Overseas), and I daim $m$ EDS800 Pocket Computer.
Name.....
Position...,
Address.
......................
Telephone............................................ Telex
 $\square$ Please charge my credit card (tick card). ( $10 \%$ discount will apply). $0 \square$ (

Signature
$\square$ Please invoice $m$
Retum this form to: sespacxy had on onerecipt of paymment).



$\qquad$
 centrelisedd sourreso of sups ply. That normauly mern sup pat. Othorwisders some fount vantetri
 In Estonia ers
than two y
in hard culrency.


 Inaditit says its priompipee are
precty much the samme gny
internatlonal accounting from


## MOSCOW NARODNY

## The Bank for East-West trade

Incorporated in London in 1919 , Moscow Narodny Bink Lrd. remains Soovic
owned, but with an expert Briish staft, and owned, but with an expert Briish staff, and
offers a unique commercial bridge between institutions in the U.S.S.R and the U.K. The Bank offers enterprises in the United Kingdom, a comprehensive range of business services with the U.S.S.R. and oth
$\square$ Governmentassisted export finaricing I. Buyer and supplier credits 11 Fortiaiting
17 Factoring
n Documenary credits
-IImard and outward documentary and clean collections
IJ Expor finance consultancy
$1)$ Project finance
i. Joint ventures
For more information, plesse contact John Hooson of the Bank's Trade Finano Services Group in London

MNB

Head Office: 81 King William Street, Ondon EC4́P 4JS Telephone 01-623 2066. Telex 88540L Fax OI-283 4840
SWIFT Address MNBL GB 2L


IF YOU THINK OF ESTABLISHING A JOINT VENTURE IN HUNGARY, THINK OF US!


EAST-WEST TRADE 3

## Banks weigh up the issues

Reforms may assist foreign investors









veloped system of commer


Counter trade is often the only way exporters can gain access to difficult markets, The principle is simple: swap goods for goods. Yet setting up such a transaction is one of the most challengingtasks in modem trade financing.

Nothing in international trade is more difficult than a simple barter.

BHF-BANK makes it easier for you. With its experience in advising on, arranging, handling and financing offset agreements, for instance. Or through its credit line ar rangements with foreign banks if the financing is to be supplied along with the export merchandise. With non-recourse financing when you as an exporter want to eliminate the credit, currency exchange and interest rate risks. With cross-border leasing, acceptance credits, third-country financing and foreign guarantees.
A pre-eminent position in trade financing is only part of what it takes to make a bank a partner for the discerning export/import oriented customer.
Equally important are a service-minded approach and customized problem solu tions - the style of a merchant bank, which BHF-BANK has cultivated for more than 100 years.

## BHF-BANK

Merchant Banker
by Tradition -



## Soviet Union faces a difficult process


#### Abstract




## дB

HUNGARIAN ALUMINIUM CORPORATION The right source for the entive range of aluminium products


Hungarian Aluminium Corporation
Correspondence: H-1387 Budapest, P.O. Box 30
Telex: 22-5471/22-5473
Phone: 49-47-50, 49-47-90
Fax: 40-27-23
Cable: HUNGALUMINIUM
SOVTRANSAVTO:
FOR PROMPT AND EFFICIENT INTERNATIONAL ROAD TRANSPORT

The approved and dependable carrier of international trade cargoes, transit shipments, exhibition goods, diplomatic cargo, per-
sonal belongings and luggage. SOVTRANSAVTO offers:
refrigerator trucks of load capacitiles to 23 t and body volomes
$t 060 \mathrm{~m}^{2}$, thermostatically costrolled to termperatures from $-2^{\circ} \mathrm{C}$ to
$+15^{\circ} \mathrm{C}$
seminitriliers on pravumatic suspensison
low forme semitrailers of capacitites to sot. for bulky and heary


STortizamsarto
SOVTRANSAVTO 212, OAxyabrazaya ul.
Tel. 971 .3e-53
Telax 411251


## EAST-WEST COUNTERTRADE

Entering new era of complexity





## SOVIET TRIDE DIRECTORY

 Direct corract wilth Soviet Factory Managrs and Englneers! with raievan intormation


 Moscow 123601. Telephone: 2spers.
on
 Tolephone: S8 O475. 13511184










## 

${ }^{90-950} \mathrm{Poland}$ LOD

Exports: Footwear, furr and kacther garmonts, lefther giovea Leqports: Hides and skins, cremicals and stoce cotpoocuts


## INTERNATIONAL TRADE FINANCE

International Trade Finance isthe essential global review that charts and analyses
the latest developments in trade and finance:

- intensive assessment of non-recourse expor and project funding - forfaiting, factoring and leasing - the emerging availability of aid fundsaid funding into sales bids aid funding into sales bids
- regular briefings on changing official aid analysis of - deanals - deals
- in-depth analysis of country payments sisk

Published by Financiad Times Business inepresents the ultimate business intelligence service for decision-makers involved in all aspects of trade and project funding.
International Trade Finance is publshed twice monthly and available only on annual
subscription - $£ 325$ (UK), $£ 365$ (elsewhere)

For further details please recirn the coupon.


## FT LAW REPORTS

Shop fronts and tiles are not plant











$\qquad$

criticson submitited that
 act sivity, orpayereshbers it sinesome other additilonal

VISA AS EASY TO USE ABROAD AS AT HOME


The world's most widely used card is accepted in over 6 million places - in hotels and restaurants, for travelling and shopping.

For business or pleasure in Europe and around the world-travel confidently, use Visa.

## Special Offer to Professional Financial Advisers

## WELL BACK YOUR UDGEEMENTREEFOR2MONHS


#### Abstract

yinancial advisers have never had it so tough. The financial services industry is becioming more and more hectic all the time. More new launches: More funds. More laws. More regulations. Just staying above water is difficult anough. That's why thousands of busy financial advisers have coma to rely on Money Management magazine. Every month. Within the covers of Money Management they find sure, solid reliable information that gives them the edge when it comes to advising clients.



$\qquad$ THEM FAEEFORTWO MONTHS
f you advise clients on tax planning or pensions, unit trusts or life assurance, mortgages or unseas investments uhen should be reading Norey Managament.
To prove the point we are wiling to send you the next two issues of Motey Manage yon continue as a full subscriber or not they will be yours to keep. But if you are serious about jiving the best advice you can, we are sure that you will wish to receive Money Managemant on a regular basis.

pension funds, offshore funds and more. These statistics have eamed us the reputation of being the 'supreme arbiter' in financial circles. Many professionals refer to us as their financial 'bible'.

We don't stop at giving information on all major UK unit trusts and all recognised insurance funds. Wa go into tha funds in depth. For example, for each unit trust we will tell you: Launch date; Fund size; The retum on $£ 1,000$, offer to bid, with net income reinvested and ranking over 10, 5, 3, 2, 1 year and 6 month pariods; Dividend yield percentage; Dividend paid; Offer price; Change since last month. Broker managed and offshore funds are also: treated in this way. Informationtables on PEPs; Building Society Rates, interest rates and insurance rates completa your clear picture of the current personal financial market-placa.

## $\theta$ News

Te also like to bring you news of what's review of new proctucts launched. Coverage of new law as it will affect you. Opportunities that you could take advantage of.

Every month we carry over 70 pages of highly readable articles to keep you up to date. We hope to cover any area you might be asked about as a financial adviser, including a major survey every month. Our surveys are the most in-depth available - and are referred to again. and again.

In recentmonths these have included: - Strength of Life Offices

- With Profits Policies
- Shedding Light on Personal Pensions
- Altemative Sources of First Mortgage Finance
- Home Income Plans - A Key to Retiremant
Additional articles analyse aspects of the industry neglected in the more general financial press (such as the Japanese stockmarket, opportunitias in Europe for UK financial services and pension loans).



## 2ISSUES fREE

Y e would like you to see for yourself how Money Managemant could help you to have the edge in business. Simply fill in the form on the right and send it to the address shown. We will send you the next 2 issues of Money Management free. We think you will see for yourself how Money Management can help you.

## moneraccocumantie

If you decide to become a full subscriber, you are protected by a Money Back guarartee. Should you decide to cancel, the unexpired portion of your subscription will be refunded to you in full.
You can cancel your Tial Subscription after the second issue and owe nothing. Any paymant you make now will be refunded in full. If you choose to have us bill you and then cancel you will also owe nothing. The introductory issues will still be yours to kaep.


## COMMODITIES AND AGRICULTURE

Portuguese mine to instal $\$ 60 \mathrm{~m}$ tin recovery plant

| EUROPE＇S FARM Ministers were last night strugging to Find a way of compensatiog tens of thousands of datry farmers unfairly deprived on mill quotas in 1984. <br> These producers－whose case was backed earilier ihis European Court of Justice－ were excluded from the quota system because they had vol milk under a temporary in the late 1970 s <br> in the iate 1970s． officials have been strugging to agree a satisfactory package |
| :---: |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

 hasen 44 Derporoation in orest tis



 ${ }^{\text {Lompon }}$ Rezaid yesterday $1 t$ mas
 cristrawide tin production
 Mucb
coming fem output was
crom Branil．which

to agree a satisfactory packiage


EC Ministers wrestle with quota compensation problem



| $\begin{array}{l}\text { Bougainville } \\ \text { details }\end{array}$ | $\begin{array}{l}\text { Malaysia to fight palm oil smear } \\ \text { Robin Pauley on a siom plan to challenge health risk claims．}\end{array}$ |
| :--- | :--- | sabotage losses

## so <br>  <br>  <br> 

ydney3ovganvilik Copper，the

LONDON MARKETS







 Croir mictirys

 Pacribum Arou Exammen






min
边


Chicago


Shares recoup losses in thin trading



Atter the meeting, Dr Peter
Woods, sector analyst at War.
burg Securitle dot


adbroke intervenes


de Morgan

## reorganises






 allmo servere.
 He was markettig manager
of Sentinel Fundi
Management which Abtrust
acauired on November 1. SE CURTYY PACIITC BANTK Cornforth; vice prea
of project inanca.

## 1 MADOFF SECURPIIES

 specialist US equitites and ADR Lealing house, has appoimi oma Purcell as executive Trectors The eama joins tion where they were responsiblile for the DS eqoperation.

- GRDLESTONE HOLDINGS

 Hramak Cornuyluone
 hes appintad ur zohi Adem mindement in

 gras beenn
director. COOPERS \& LYBRAND
ASSOCATES EUOPE has
appointed Mr Pei Itnhoim
 He was france dil Of CRESST HOMES, subsidiary
 appointed Mir Jan Czezowsk
managing director of Crest





 tional nuon Thomon son share
holders not appioving the pror
posed acquisition of Suter.

 ing hy arraase oi trong shices oand
nimmoured and actual corporate
developments all helped to



 275p 1 "profititaking, pary to and
simple" one dealer observed -






developments following
dray
day
suggestions of an


$\qquad$



No foreign market can be tapped from afar. Let's start at the heart.


## 


若




FINANCIAL TTMES TUESDAY DECEMBER 131998

FT UNIT TRUST INFORMATION SERVICE



FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE




CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

## Dollar awaits trade data

 <br> Sterling prices advance <br> \section*{\section*{FINANCIAL FUTURES}} <br> \section*{\section*{FINANCIAL FUTURES}}


 сатсаео



Nin
III等至










## money markets

## German rates firm




## 














 аяy






$$
9
$$

$$
\underline{7}
$$

数事果的

$$
\pm
$$















 1Continue


## Strong dollar and bonds lift Dow

Wali Street Trik stronger dollar and the rally in the doonar and the
helped equithes reegister marietet



 Hation zexisits of hey eow


 nit


 jpate heom ine ibs mins




## SOUTH AFRICA





## EUROPE

Rate worries undermine Frankfurt


# Contract catering 

With an annual turnover exceeding 5500 m , Gardner Merchant is Europe's largest contract ering company and a world leader in its field Of the UK's top 100 companies, 84 are already clients of ours. And we're currentiy talking with a wh
We employ over 34,000 staff. All people who understand the true meaning of the word service Gardner Merchant invest more money in technology and other key support services than all technology and other key supp
This is the commitment to the industry that has made us undisputed market leade

Providing you with true value and real quality
So take this opportunity to professionals. We will provide you with the standard of catering excellence that has made standard of catering excellence that has made organisations worldwide.

Put our. 100 years of experience to the test today.


GARDNER MERCHANT (1.) Trasthouse Forte

1886-1988
For further information please contact Peter Howeli
GARDNER MERCHANL FREEPOST 100 , MANCHESTER M60 9AU: OF FREEFONE 5525


[^0]:    Data Proccssing and Pabbleting Company sects Lrevestorl Equin Partaer
    
    
    $\xrightarrow{\text { Brax }}$

[^1]:    Mechanical \& Electrical Contractor Ouoted and diversified PLC wishes to ecquire Mechenical I
    Becerical contracter wth prover management, to expand itu Hecrical contractior with proveen managennent, to expand it
     astablished with a broed range of succosssiul specialist
    Please communicate in confidence with:
    

[^2]:    Ogivy \& Mather has jumped the gun on 1992 And we're prepared to give you a lying start in the Sngle European Markee.

    We have made a major study into the implications of 1992 wogether winh an action check list of what marketing and adverising people should be doing now:

    Both are required reading because there is nobody betrer placed to help you in Europe than O\&M

    Winh 84 offices in 30 cities in 18 countries we have the biggest European network. We handle more intermational accounts than any other agency

